

**Income Maintenance Advisory Committee
Department of Health and Family Services
Division of Health Care Financing
September 18, 2003
*Minutes***

County Attendees: **Sheila Drays**, Dodge Co.; **Joanne Faber**, Washington Co.; **Liz Green**, Dane Co. DHS; **Connie Hendries**, Manitowoc Co.; **Jane Huebsch**, Marathon Co.; **Ed Kamin**, Co-Chair, Kenosha Co. DHS; **Michael Poma**, Milwaukee Co.; **John Rathman**, Outagamie Co.; **Felice Riley**, Milwaukee Co.; **Sue Schmitz**, Waukesha Co.

State Attendees: **Bernadette Connolly**, DHFS/DHCF/BIMA; **Sara Edmonds**, DHFS/DHCF/BHCE; **Brian Fangmeier**, DHFS/DHCF/BIMA; **John Haine**, DHFS/DHCF/BIMA; **Lisa Hanson**, DHFS/DHCF/BHCE; **Essie Herron**, DHFS/DHCF/BIMA; **Vicki Jessup**, DHFS/DHCF/BIMA; **Jim Jones**, DHFS/DHCF/BHCE; **Donna King**, DHFS/DHCF/BHCE; **Cheryl McIlquham**, DHFS/DHCF/BHCE; **Mike McKenzie**, DHFS/DHCF/BHCE; **Amy Mendel-Clemens**, DHFS/DHCF/BHCE; **Jodi Ross**, DHFS/DHCF/BIMA; **Marilyn Rudd**, DHFS/DHCF/BIMA; **Susan Rusboldt**, DHFS/OSF/URO; **Joanne Simpson**, DHFS/DHCF/BIMA; **Rick Zynda**, DHFS/DHCF/BIMA

Administrative Items

July minutes were not yet available and will need to be approved next month.

Cheryl McIlquham handed out a draft of an Administrator's memo describing the impact of workload reduction initiatives, and asked that comments and suggestions be sent to Cheryl McIlquham and Susan Wood by September 26, 2003.

Food Stamp Payment Accuracy

Mike McKenzie and John Haine provided an explanation of the errors discovered by Quality Control (QC) in April of 2003. The committee felt that this was valuable information that IM Managers and staff receive on a regular basis. It was suggested that the information could be put on the Eligibility Management page of the DHFS web site. DHFS also agreed to send out a memo with information about how agencies can access the Newman system to obtain agency specific information about error rates.

Mike reviewed the Payment Accuracy Plan (attached). Mike indicated that an internal DHFS Steering Committee on payment accuracy meets monthly. Most recently the Steering Committee has focused on developing a plan for reinvestment for FFY02. The committee also reviews monthly QC data and is discussing evaluation of PAC activities. Some of the highlights of the Payment

Accuracy plan are FS application-processing training that began on September 15, 2003. PAC's are also working with four agencies in sanction status to help them understand and correct their error situations.

DHFS requested feedback on the idea of state staff calling workers when an error in a case is found. The suggestion came from a review of other states. The advantages of calling the worker from the state's perspective are to reinforce the importance of payment accuracy and to obtain the worker's insight into why the error occurred. The agencies agreed that talking directly to the worker raises the awareness of the error, but expressed that the supervisor should be involved. It was suggested too that due to the recent budget, a phone call not have the intended impact. Finally, it was suggested that the state call workers when cases are correct as well. DHFS expressed appreciation for the feedback from the agencies and said they would take this under advisement.

IM Program Goals

John Haine reviewed the report on estimating the FS error rate for FY03 and FY04, along with goals for IM programs for accuracy and access. Please see attached handout. Cheryl McIlquham added that DHFS is working closely with FNS and FNS believes that this is a possible resolution to our error rate. Agencies expressed that there will be significant reductions in FTE across the state. John Rathman is working to obtain information on the extent of the FTE reductions.

Status Report on Workload Savings Initiatives

Jim Jones went through the Workload Reduction Initiative status report and the Change Center matrix. Please see attached handout. Jim discussed the features of the new Automated Case Directory to be released September 29, 2003. Jim reminded everyone that the first part of the FS Application Processing training became available on September 15, 2003. Parts two and three will be released on October 1, 2003 and November 1, 2003 respectively.

Next Meeting October 16, 2003

Agenda Items

- Subcommittee Reports
- Update on BadgerCare Verification

DRAFT - Friday, October 10, 2003

The purpose of this memo is to explain the workload savings estimates that were made for IM funds in the 2003-2005 state budget so that IM agencies can be as well prepared as possible to take advantage of these changes.

Our goal is to find the right balance between funding and workload in the fiscal environment facing the state. Over the past several years there has been a significant increase in caseload and no change to the base IM allocation to recognize shifts in caseload. The base allocation was adjusted to fund new programs, such as BadgerCare, and to shift \$21.2 million from the W-2 to the IM contracts effective 1/1/02. After steep declines in both Medicaid and Food Stamp participation in the mid-to-late 1990s, the Family Medicaid/BadgerCare caseload has doubled since 1997 and the Food Stamp caseload is almost back to the level of the mid-1990s. We continue to see significant growth in the unduplicated caseload, which includes Food Stamp, Medicaid, Child Care and W-2 cases in the CARES system. The unduplicated caseload has increased by 35% over the last two years, from 213,060 in June 2001 to 288,555 in June 2003. Our workload reduction savings are based upon the unduplicated caseload as of March 2003.

Also over the past several years, DHFS has made significant changes in policy, other program requirements and automated support to reduce the work associated with IM cases in order to achieve a better balance between workload and funding. Examples are the option for a Medicaid mail-in application and cutting the reviews per year in half for Family Medicaid and BadgerCare. There were no funding reductions taken as these changes were implemented.

In prior years, many resources were devoted to implementing new programs, such as W-2, BadgerCare and SeniorCare. These resources are now being applied to systems improvements and other efforts to streamline program administration and improve payment accuracy. These changes will reduce the time IM workers spend determining eligibility and maintaining open cases, resulting in reduced costs.

Current budget conditions require the Department to streamline operations. There were cuts in many areas of state funded operations in the 2003 – 2005 state budget enacted earlier this month. In many areas, these were across the board cuts unrelated to workload. For the 2004 IM contracts, funding will be reduced and the work per case is being reduced. This reduction in funding does reflect real workload savings in the form of increased automation and improved support for eligibility workers.

These are the specific changes, with effective dates, factored into the savings estimate for 2004:

1. Automatic update of SSI January 2003 – With this change, workers no longer need to review SSI data exchange reports and enter the SSI income amount into CARES. It is now a fully automated process.

2. Data Exchange improvements – March 2003 – With these improvements, workers received fewer data exchange dispositions to complete and also targeted data exchanges to those situations where the information would have a direct impact on the client's eligibility and/or benefits. In addition, data exchange screens in CARES were changed to make the information that appears on them easier to read and use.
3. Alerts improvements – April 2003 – This will save worker effort associated with irrelevant alerts as well as alerts that did not clear worker actions defined.
4. Change driver flows – June 2003 – With this change, workers no longer have to search for all the correct screens that need to be changed when a change in address, unearned income and earnings were reported.
5. Earned income calculation – June 2003 – CARES now handles the routine calculations associated with determining monthly earnings based upon the hours worked, pay per hour and number of pay periods in a month. Workers no longer have to do these calculations outside of CARES and no longer have to document their efforts in case comments in CARES for QC purposes.
6. Food Stamp policy change on real property/reduced verification for assets – May 2003 – Workers no longer need to collect, photo copy and record verification of assets for Food Stamp program applicants and recipients.
7. Elimination of the 100-Hour Rule – July 2003 – Workers no longer have to collect and enter into CARES the number of hours that the primary wage earner in AFDC-Medicaid cases has worked in the current and previous two calendar months.
8. Notice Redesign Phase II – September 2003 – We no longer print text on notices to customers that describes ineligibility in a program that the applicant did not request. In November, we will roll together our current 39 Medicaid subprogram texts into five categories: Long Term Care, Family/BadgerCare, Elderly, Blind & Disabled, Medicare Premium Assistance and Limited Benefit Medicaid. Together, these changes will reduce the size of the notice making it easier for clients to read and understand. With a more understandable notice, clients will make fewer phone calls to their workers asking them to explain their notices of decision.
9. Automated Case and Caseload Management Tools – September 2003 – Workers and their supervisors will have direct access to automated information about their cases to help them organize their workload in the most efficient way.
10. Automatic Update and Processing of New Hire Information – September 2003 – When a new hire report is received from the Department of Workforce Development's automated system, CARES will send out a new job report form to the client, create an employer record in CARES and track whether the verification is returned timely. This will reduce the workload associated with reviewing all new hire match records, entering a new

employer record in CARES, sending out verification to the client, and tracking whether that verification is received in a timely fashion.

Change centers are another option for reorganizing how work is done to achieve efficiency. At least five different models are now in operation in Wisconsin. A separate letter will be prepared to describe the model and their advantages and disadvantages.

The total impact of these changes is a savings estimate for the 2004 IM contracts of about \$4.9 million GPR.

The specific changes and due dates factored into the savings estimate for 2005 are:

1. Food Stamp Program semi-annual reporting (automating the review process with a pre-printed review form) – July 2003 – Although this change will be phased in over 18 months, workload will be reduced because of the changes made in Phase I. Phase I revised the way that we ask clients to report their changes for food stamps. Clients are required to report those changes that will make them ineligible. For instance, a client must only report changes in income that will increase the food group's total income above the 130% of poverty gross income limit. This change will mean that workers have fewer changes to process for food stamps. In Phase II, we will be shifting from a 6-month review period for most food stamp cases to a 12-month review cycle. We will require the client to complete a Semi-Annual Report Form in lieu of a six month review. So, beginning in 2004, the number of food stamp reviews that workers must handle will be reduced by 50%.
2. Automatic updates from other trusted third party sources – Fall 2003 through Summer 2004 – As we continue to implement automatic updates and re-engineer existing data exchanges to be more effective and efficient, we will see a continuing reduction in workload associated with these data exchanges. We are considering automatically updating Social Security benefits, child support information from KIDS and death information from DHFS' Vital Statistics database.
3. Web-based user interface for CARES – September 2004 – This project is the first phase of a larger project to move all of the user interface for CARES from the mainframe to the web. In the first phase, we will be moving Client Registration and Application Entry screens from the mainframe to the web. Instead of using the CARES mainframe screens with PF-keys and reference tables, CARES data entry and query will be done through the Internet using web-based screens. The new interface will use an intelligent driver flow process that limits the information needed to the data necessary to determine eligibility based upon the program(s) requested and the type of case (family, elderly, disabled, etc.) This new interface between the human user and CARES will be a more user-friendly, intuitive system for entering and querying data. Navigation, data entry (pull down menus, etc.) and help screens will be much easier to use and understand. The Intelligent Driver Flow will reduce the amount of information (and verification) that workers are asked to collect and enter.

4. Online Handbooks connected to the web-based user interface – September 2004 – The Medicaid and Food Stamp program handbooks, as well as other process descriptions, will be available through the internet and will be connected directly to the CARES web-based user interface. Workers will no longer need to maintain a paper handbook. Workers will no longer need to search for the appropriate policy associated when processing a case using CARES or answering a customer's question.

The total impact of these changes is an additional savings estimate for the 2005 contracts of about \$1.9 million GPR.

We have placed the charts that were used to calculate the workload savings out on the IMAC web site under the "Supporting Documents" header.

The number and type of cases impacted is shown for each item. The estimate of savings associated with these changes were made by:

1. Determining the number of cases involved (looking at data from March 2002 through March 2003);
2. Determining how many times a particular action (application, review, change, other) took place for that type of case (looking at data from March 2003 through March 2003); and
3. Consulting with experienced county and state staff to estimate time saved for each case type. DHFS staff worked closely with the IMAC Information Technology Subcommittee to assure that the estimates of time saved are reasonable.

Timing was also a consideration. There was no estimate of savings for changes implemented prior to January 2003. Savings expected in 2004 are based on changes fully implemented between January and September 2003. Savings estimates for 2005 are based on changes fully implemented between October 2003 and September 2004.

Worker costs are based on the same assumptions used to set up the base allocation for the smallest IM agencies - \$24 per hour for 2004 to cover salary and fringe benefits as well as infrastructure, overhead, supervision, management and clerical support, with a 2% cost of living adjustment for 2005.

In addition to the changes quantified on the attached chart, there are other workload saving measures that will be implemented this year and next to help ease workload that are not factored into the estimate of budget savings for 2004. These include some big changes, such as:

- Reduced reporting of changes in the Food Stamp Program – as of August 2003.
- Creation of the Customer Self Service Toolbox that will permit customers to self-screen for Food Stamps and Family Medicaid eligibility and to submit the application electronically, so that it is queued up in a worker's in-box without requiring data entry. We expect customers to access the web in their homes, through their friends and families, and at public Internet sites (libraries, Internet cafes, etc.). As part of the Food Stamp Program Participation Grant

that is funding this initiative, we have set aside funds to set up demonstration sites including food pantries and grocery stores. We will then evaluate the effectiveness of the toolbox and the different sites to determine how to proceed.

- Starting work on a project for scanning documents and electronic case records.

The status of all of the Workload Reduction Initiatives can be found at the DHFS web site as part of the IMAC materials. (<http://www.imac.state.wi.us>) under the supplemental materials section.

We recognize that there are other forces that create more work, such as a change to verification requirements for BadgerCare that will be effective in January 2004 that was included in the 2003 – 2005 budget without any additional funding. We are looking for creative ways to handle this function centrally to minimize work for local agencies. We are beginning the planning for a set of waivers to make it easy and attractive for SSI recipients to enroll in the Food Stamp program, in a way that minimizes work for local agencies. We will work with the Program and Policy Coordination Subcommittee of the IMAC on this project. Please see the IMAC website for committee charters, membership and meeting notes.

While we realize that not all of these changes will have an equal impact upon all agencies, it is the Department's goal to reduce workload demands for individual workers where it is possible to do so, without compromising the quality of services to customers. We welcome your continued input and your ideas for other ways to reduce local workload and costs.

For the future, DHFS is committed to working with the Wisconsin Counties Human Services Association on the ideas laid out in the "Visions" Proposal, including ideas for restructuring the IM allocation to be more closely tied to workload and to shifts in caseload. The Workload and financing Subcommittee of the Income Maintenance Advisory Committee to DHFS will take the lead to develop ideas for this.

AGENDA

Payment Accuracy Steering Committee
09/09/03

Room 350 Conference Room, 1 W. Wilson

1. Update - Reinvestment Plan for FFY 02

2. Review current error rate data - QC
 - Most current complete month QC data and analysis
 - FFY 03 data and analysis
 - Projection of error rate for FFY 03 and FFY 04

3. Review current PA Plan – Corrective Action
 - Plans to address the most prevalent error elements and causes
 - Status and time frames for completion of initiatives
 - Additions to plan

4. PAC Work Plan

WAGES AND SALARIES	FFY 02 - FFY 03 -				
<u>Simplified definition of income</u>	Reduce the types of income that must be reported and verified. (B)	Sara	1/1/03	Exclude student financial aid as of 01/03	01/03
<u>Simplified definition of income</u>	Could allow us to align with MA in some cases (B)	Sara/ John L.		Waiting for MA response on what other sources of income could be excluded per section 1931 of MA regs.	
<u>Milwaukee Change Center</u>	Quicker access for customers to report changes. Reduce client failure to report as well as worker failure to act due to workload issues. (B)	Lisa	11/01	Relocated to Schlitz Park 11/02 Fully operational again 05/03 Not taking all calls at this time – on Milwaukee’s PA action item list	
<u>Dane Change Center</u>	Same (B)	Lisa	02/03	Fully operational. Take all changes for agency. Dane feels it has very positive impact on workload reduction	02/03
<u>LaCrosse Change Center</u>	Same	Lisa	08/03	Plan to be fully operational 08/01/03. Will take all changes for agency.	
<u>Auto calculation of income</u> (New CARES screen AFWG)	Workers can enter specific income information, CARES will calculate. (B)	Donna	06/03	New screen available in CARES to support prospective budgeting policy. New income verification code added to encourage use of last 30 days pay stubs to verify wages.	Ops memo published 6/17/03 Moved into production 6/20/03.
<u>Mini Driver Flows</u>	Workers will no longer have to “hunt” for the screens that need to be updated when acting on a specific type of change. (A)	Donna	06/03	One outstanding pcr to correct “multiple employer segment” problem.	

<u>Reduced Reporting</u>	Reduces the changes customers are required to report. Anticipated reduction in client "failure to report" errors. (C)	Sara	Three phases 1 st phase 07/03 2 nd phase 02/04	Workgroup meeting weekly Draft Ops memo developed Current discussions focusing on how scanning project fits into the interim report process	
<u>Application Processing Training</u>	Provide training to workers to help ensure correct case processing at intake, review, and reported change. (A)	Theresa	Part 1 – 9/15/03 Part 2 – 10/1/03 Part 3 – 11/1/03	Part 1 Quia Quiz being tested Part 2 Workbook Part 3 Authorware TF developing marketing plan	
<u>Transitional FS Benefits</u>	Provide "frozen" FS allotment to families transitioning from welfare to work during the 1 st five months following the loss of W2 cash payment. This period of time can be very error prone due to fluctuating income. (A)	Jayne	02/04	Workgroup meets weekly. Systems work being timed with RR phase 2	
<u>Statement on CAF that customers must report a decrease in income to receive more benefits</u>	Reduces customer failure to report errors. (C)	Sara	Manual CAF 01/03 CARES CAF 05/03	Spanish Translation will be completed on 9/19//03	05/03
<u>9 to 5...Not! Training follow up labs</u>	Consistent processing of earned income cases with fluctuating income. (A)	Staci Wanty	05/03	First lab conducted on 5/22/03. Feedback from local agencies has been excellent.	05/03 (Ongoing)
<u>Auto update of New Hire info</u>	Workers will no longer have to take action on DX from these sources. CARES will send form to employer.	Sara	9/26/03	UAT begins week of 9/8/03	
<u>CHILD SUPPORT</u>	FFY 02 - FFY 03 -				
KIDS to CARES to case comments	CS Training to ensure consistent processing and reduce errors. (A)	Staci	10/1/02	Ongoing class.	10/02
Auto population of CS income	Reduce worker errors. (A)		7/1/04	Not scheduled	

HH COMPOSITION	FFY 02 – FFY 03 -				
Request for contact field on ACCH	When a worker receives unclear information on a case, they can generate a letter to a client requesting them to contact the agency. For example, person reported as being in the home. (B)	Jeff	03/21/03	Done. Ops memo 03-20.	03/03
Mini driver flow	Workers will no longer have to “hunt” for the screens that need to be updated when acting on a specific type of change. (A)	Donna	06/03	Ops memo published 6/17/03 Moved into production 6/20/03. One outstanding pcr to correct “multiple employer segment” problem	
Student eligibility policy clarification and CARES screen ANSE enhancements	Provides more clear and specific policy guidance in FSHB and CARES to determine correct eligibility for students in institutions of higher education (A)	Sara	03/03	Went in with March moves. Operations memo 03-22	03/03
SHELTER DEDUCTION	FFY 02 - FFY 03 -				
Move the sub-housing question to AFSC	Reduce errors related to not accounting for reduced rent as a result of a housing subsidy (A)	Sara		PCR requested 04/03 by email to S. Ploeser. PCR created?	
Mini driver flow	Workers will no longer have to “hunt” for the screens that need to be updated when acting on a specific type of change. (A)	Donna	06/03	Ops memo published 6/17/03 Moved into production 6/20/03. One outstanding pcr to correct “multiple employer segment” problem	06/03

SUA	FFY 02 - FFY 03 -				
<u>Mandatory SUA</u>	Allows us to take advantage of the benefits of FB provision 4104 – Simplified Utility Allowance. Mandatory standards are less error prone than actual expenses	Jeff	10/02		10/02
<u>Simplified Utility Allowance</u>	Eliminates the requirement to prorate the SUA when households share living quarters or a meter (A)	Jeff	10/02		10/02
<u>SSI</u>	FFY 02 – FFY 03 -				
Auto Update of SSI	SSI eligibility and payment information is gathered from SDX files and auto-updated on the appropriate CARES screens when a change occurs. Reduce worker errors due to failure to act on changes reported through DX (A)	Sara	01/03	Eligibility and confirmation are automated at adverse action. Worker intervention is rarely required. Glitches discovered following implementation related to State SSI payments have been fixed as of 05/03	01/03
<u>RSDI</u>	FFY 02 - FFY 03 -				
Auto Update of RSDI income	Workers will not be required to take action on data exchanges from this source. Will also eliminate the need for the annual COLA update. (A)	Lisa	07/04	No work scheduled yet.	

TANF	FFY 02 – 4% FFY 03 -				
W2 monthly exception report	Reports sent monthly to agencies identifying W2 companion case situations (A)	Sara	09/02-05/03	Milwaukee maintained responsibility for completing their report. PAC staff completed the reports for balance of state.	05/03
W2 Companion Case Alert	Alert to be sent monthly to workers identifying W2 companion case situations. (A)	Sara	05/03	Moved in May Operations Memo on new alerts	05/03
<u>Auto SFEX/confirmation trigger at AA for W2/FS cases</u>	To address the 2-worker model (Milwaukee) where W2 and FS exist on the same case and W2 worker confirms W2 eligibility, but FS worker does not confirm Fs benefit. These cases will automatically run through eligibility and confirm at adverse action (A)	Sara	05/03	Moved in May Operations Memo on new alerts	05/03
FSET	FFY 02 - FFY 03 -				
ABAWD Waiver	Waiver requested to exempt ABAWDs from time-limited eligibility work requirements(A)	Sara	4/1/03	Approved by FNS. Backdated to 4/1/03 Will need to re-request waiver	05/03
Add AIWS to Driver Flow	Eliminates incorrect disqualifications from FSET Could impact HH comp. Errors. (A)	Sara	New request	This is a DWD pcr right now. We could move it to our business area.	
Ops Memo 01-70	To clarify the policy and procedures to follow when adding a previously sanctioned individual to an open FS assistance group (AG). Also included information regarding application processing for FS cases where individual group members may have previously been sanctioned.	Sara	10/01	Published 10/30/01	10/01
ARITHMETIC COMP.	FFY 02 – 4% FFY 03 -				

AFWG income calculator	Provide CARES screen to better support prospective budgeting policy and encourage workers to gather last 30 days wage verification		06/03	Ops memo published 6/17/03 Moved into production 6/20/03	06/03
<u>MULTIPLE IMPACT</u>					
Scanning/Online filing	Reduce paperwork Reduce incidents of lost files Easier to transfer cases (B)	Bob M. Lisa	Not scheduled	Reinvestment plan VII Bob and Lisa visiting Utah's scanning ops week of 9/8/03	
Local Agency Error Reduction Grants	Allows agencies to tailor error reduction initiatives specific to their agency/region (A)	Lisa	Ongoing	Reinvestment plan Agencies provide monthly updates	
Program Improvement Consultant	Reinvestment project management Local agency liaison	Lisa	Ongoing	Donna King is developing plan to call workers who have a QC error	
Alerts Reengineering	Help Screen Enhancements Long text for each alert in CARES (A)	Jeff	Ongoing	110 of 350 Alerts have help screen text so far. Being added as "approved."	
DX Reengineering	DX dispositions generated only when action could result in significant change to eligibility or benefits (A)	Sara	Ongoing	DXUS – new disposition screen moves into production 11/21/03	
Second Party Review Training	How to do them, what to target. Done by PACs upon request now. (A)	PAC Team	Ongoing		
Second Party Review Automation	Web-based tool for logging results of SPRs. Reports can be used by agencies to track trends. (A)	Lisa			
Performance Incentives/Penalties	Share both penalties and bonuses from the new performance measurement areas in FSP. (B)	John		John is meeting with IMAC subcommittee week of 9/15/03 to discuss this some more.	
Simplified definition of resources	Exclude real property and eliminate verification requirement unless reported assets are questionable. (B)	Sara	05/03	Provides reduced verification requirements for clients; reduces processing time for ES workers	05/03
UCB Data Exchange enhancements	Under construction.	Sara	09/03	UAT testing begins week of 9/8 exchange information provided	

				to workers. Information could be provided or auto-updated only at certification (intake) and recertification (review) when it would be beneficial for payment accuracy and customer service.	
Payment Accuracy Consultants	Technical Assistance Mini Trainings SPR assistance/training (A)	Lisa		New workplan focuses on cert. review of largest 20 agencies, and assessment activities with 4 agencies in a	
Letter/Admin memo about focus on accuracy and access	Outline FNS and State goals for FSP, and then the role of agencies. Refocus agency attention on payment accuracy	Mike		Sara developed first draft. Amy Mendel-Clemens is reviewing	
Letter from Secretary Nelson to all ES regarding accuracy and access	Stress the urgency of achieving FSP payment accuracy from the top down	Cheryl	07/03	Copy of final letter signed, and transmitted to agencies 7/18/03	08/03
State staff person calling workers about errors	Stress the urgency of payment accuracy at local level and get feedback on error causes/solutions	Donna	10/03	Donna is drafting a script and will then review with Marcia W. How should we alert local agencies?	
Reinvestment Phase VII	Milwaukee: <ul style="list-style-type: none"> • FS Payment Accuracy Manager • Phone system upgrade • Service delivery improvements • Staff Development Statewide: <ul style="list-style-type: none"> • Continue PIC 9/05 • Continue PACs 9/04 • State PA Manager 	Mike		Waiting for Approval from FNS	

FOOD STAMP QC ANALYSIS

Error Element Ranking by Error

WISCONSIN

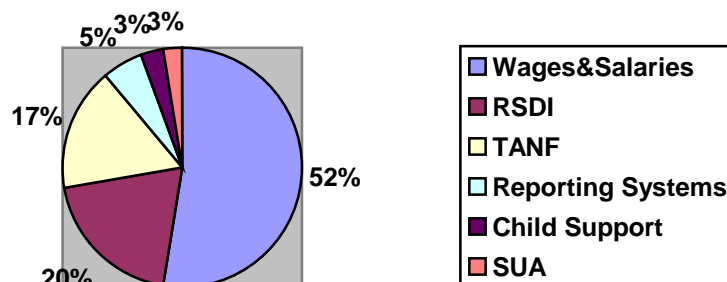
April 2003

Sampled	\$13,244	Sampled Cases:	99
Dollars in Error:	\$1,172	Cases in Error:	10
Reported Payment Error	8.85%	Case Error Rate:	10.10%

<u>Error Elements</u>	<u>Error</u>	<u>Percent by</u>	<u>Error</u>	<u>Percent of</u>
311 Wages and Salaries	\$617	52.6%	4	40.0%
331 RSDI Benefits	\$231	19.7%	1	10.0%
344 TANF, PA, or GA	\$194	16.6%	2	20.0%
560 Reporting Systems	\$64	5.5%	1	10.0%
350 Child Support Payments Received from Absent	\$36	3.1%	1	10.0%
364 Standard Utility Allowance	\$30	2.6%	1	10.0%
Totals	\$1,172		10	

April 2003

Summary of Error Data



Agency/Agency Preventable Errors

Agency failed to budget RSDI income that client's child received	\$231 overissuance
Agency failed to query DXQW to find employment of 18 year old	\$123 overissuance
Agency failed to add utility screens and grant deduction	\$30 underissuance

Client Errors

Client failed to report start of employment	\$237 overissuance
Client failed to report end of Kinship Care payments	\$98 underissuance
Client failed to report loss of employment	\$187 underissuance
Client reported start of employment but did not actually start at that time	\$70 underissuance
Client failed to report end of child support income	\$36 underissuance

CARES Errors

Case out of certification; income varied by more than \$25	\$64 underissuance
CARES failed to budget W-2 payment	\$96 overissuance

ACTIVE CASES
Analysis April 2003 QA Results for Food Stamps
(as of 100% due date)

Sample Size: 99
(drops excluded)

Statewide Total April:

Total Issuance in Sample:	\$13,244.00
Total Number Error Cases:	10
Error Amount Total:	\$ 1,172.00
Percentage of Dollars in Error:	8.8%
FFY 2003 Error Rate YTD:	9.8%

Milwaukee County April:

Total Issuance in Sample:	\$ 6,492.00
Tot Number of Error Cases:	6
Error Amount Total:	\$ 648.00
Percentage of Dollars in Error:	10.0%
FFY 2003 Error Rate:	12.9%

Rest of State April:

Total Issuance in Sample:	\$ 6,752.00
Total Number of Error Cases:	4
Error Amount Total:	\$ 524.00
Percentage of Dollars in Error:	7.8%
FFY 2003 Error Rate:	7.2%

CHANGE REPORTING WAIVER (Phase 1)

A review of error cases that in the best-case scenario would not be considered errors under the new change reporting waiver shows the following results. **The error rate for April would look like this:**

- **Statewide Totals:**

Total Number Error Cases:	6
Error Amount Total:	\$781
Percentage of Dollars in Error:	5.89%

- **Milwaukee County Totals:** (under Phase 1 of Reduced Reporting)

Total Number of Error Cases:	5
Error Amount Total:	\$550
Percentage of Dollars in Error:	8.47%

- **Rest of State Totals** (under Phase 1 of Reduced Reporting)

Total Number of Error Cases:	1
Error Amount Total:	\$ 231
Percentage of Dollars in Error:	3.42%

Statewide, of the 10 errors, 3 were agency preventable errors, 1 was an error with W2 not included in FS budget, and 6 were client “failure to report” errors—5 of which would be considered non-errors under new waiver. Only one client non-reporting error would still be included as it exceeded the 130% FPL reporting threshold. Even that error could have been prevented had the Milwaukee worker only certified the case for 6 months rather than extending the cert two months.

Overview of the errors and where they occurred:

- Of the 6 client errors, half were in Milwaukee and half the rest of the state. In one case (reported as “client error”) the client made more money from working more hours. The Milwaukee agency worker had manually extended the certification period past 6 months, meaning QC was required to review using old rules of considering increases over \$25/month. If the certification had been 6 months, there would not have been an error.
- Of the 3 agency preventable errors, 2 were in Milwaukee.
- The remaining error was attributed to communication failure between Milwaukee W2 contract agency and the ES worker on W2 payment to be budgeted for FS.

Client non-reporting:

- 4 cases: clients didn’t report loss of earnings or unearned income source. These were under-issuances—which wouldn’t be errors under reduced reporting initiative.
- 1 case client failed to report new job. Would likely still be an error in future if put them over 130% FPL.

What types of errors are workers making?

- **Failure to correctly budget:** earned income; 18-yr-old student income; Social Security of child.
- **Failure to apply FS Application policy:** Milwaukee case, no evidence found of a signed application for FS. Agency unable to locate a case record. In absence of this, QA was required by FNS to use actual sample month circumstances in reviewing, which caused error. If the record had been found this could possibly have been found correct.

Trends or Possible Recommendations?

- Milwaukee has had several recent cases pulled for QC sample where the agency has manually extended the cert period past 6 months. April had an active case affected by this action. Because of it, the status reporting waiver (earned income) didn’t apply and much more stringent reporting requirements were in effect, although the customer wasn’t aware.
- Milwaukee County continues to have cases where they cannot locate the case file for QC to review, making it much less likely that the case will be found correct, without the needed documentation and proof of application. This seems to be more prevalent with application denials, which show up on the Negative Sample for review.
- The failure to monitor and budget 18-yr-old student income continues this month. It may indicate a need for training or reminders. Also possibly increase CARES alerts?

-

“Worst Cases” contributing to the error rate for April 2003 (including client errors):

C# 1102895300- Lac Du Flambeau Tribal Agency: \$231 APE error; agency failed to budget Social Security of a child in the FS group. The worker was aware of the income but didn’t budget the income “because the money went to a Protective Payee, and so not available.” QA verified that the protective payee made the money available for the needs of the child, and is therefore countable.

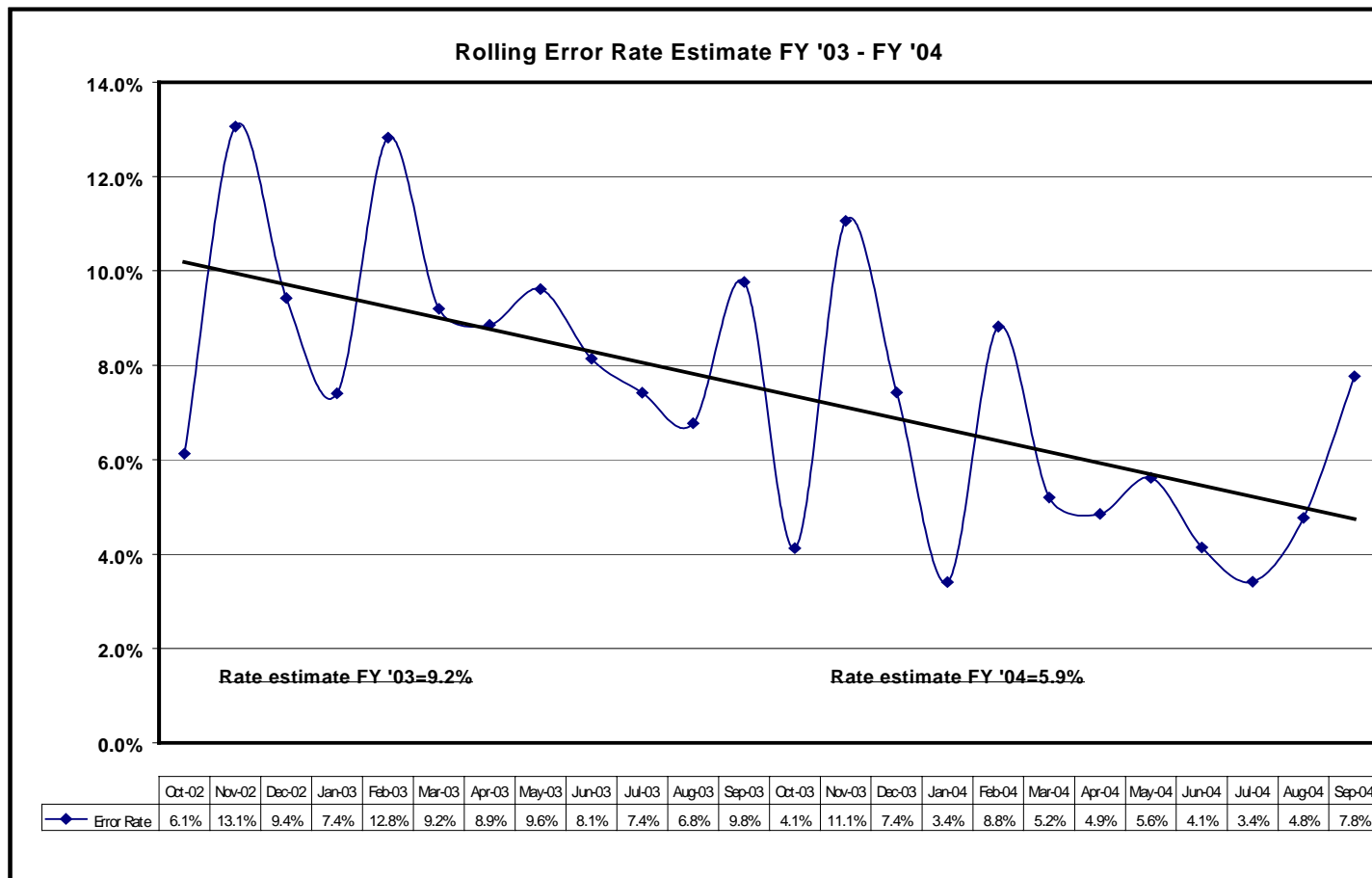
C# 8102077441- Client error. \$237 error; client failed to report a new job and also receipt of Kinship Care. This may not have been an error under Reduced Reporting if she didn’t exceed 130% of FPL.

C#8100436959- Milwaukee County: \$123 APE error; agency failed to query, verify and budget earnings for an 18-yr-old in FS group. This would still have been an error under new Reduced Reporting policy if DXQW information on the Blockbuster job was available.

mbw

8/27/03

Estimating the Food Stamp error rate for FY '03 and FY'04



Rate estimate for FY 2003

1. The average issuance and payment error for FY '98 – FY '02 was used to minimize variance.
2. For the months of October – April of FY '03 the rate has decreased by an average of 2.9%. The first seven months of FY '03 were compared to the five-year average rates to obtain this reduction.
3. The 2.9% was deducted for the five-year averages for May – September for the remaining months of FY '03.
4. An additional 2% was deducted from August and September '03. Reduced reporting "What if" scenarios for Feb-April yield an average reduction of 4% on the rate. However, the full effect of the waiver will not be in effect until January 2004.
5. The unregressed estimated rate for FY '03 = 9.2%

Rate estimate for FY 2004

1. The five-year monthly average issuance amounts were used for FY '04.
2. The FY '03 monthly rates were reduced by 2% for October, November and December (same reasoning as above) and by 4% for January – July. Since the previous August and September had a 2% reduction, these months in 2004 had an additional 2% reduction.
3. The unregressed estimated rate for FY '04 = 5.9%.

Food Stamp/Medicaid Goals for FY 2004

Goal 1: Food Stamp Payment Error Rate at 6%

1. Reduced reporting will have a significant impact on the error rate.
 - QC data for FY '02 used to estimate initial impact of policy change
 - Additional analysis of reduced reporting implementation (using QA data for FY '03) indicates, on average, a rate reduction of 4%
 - Estimate of final (unregressed) rate for FY '03 is 9.2%
 - Estimate of final (unregressed) rate for FY '04 is 5.9%
2. Change Centers will have a positive impact on the error rate.
 - QC data for FY '02 analysis of "worker failure to act" errors used to support change centers
 - Change centers fully staffed and taking all changes will maximize impact on rate
 - Change centers in Milwaukee, Dane, LaCrosse, Outagamie, Brown, Washington
3. Wisconsin could be competitive for the lowest rate and could compete for one of the most improved states. A comparison of FY 2002 data to FY 2003 (7 mos.) shows that the 7 lowest rates range from 1.08% - 4.49%. The three most improved states decreased their rates by 7.71%, 5.65% and 3.32%. We estimate a rate decrease from 9.2% (the FY '03 estimate) to 5.9% for FY '04, a 3.3% reduction. This could result in a bonus in either category.
4. A FY 2004 Payment Accuracy Goal at 6% should keep Wisconsin below the national tolerance, projected to be 6.2% for FY '03.

Goal 2: Food Stamp/Medicaid Negative Error Rate at 0%

1. For the first seven months of FY '03 Wisconsin's negative rate is at 5.32%, a decrease of 5.18% from FY '02.
2. The two most improved states for FY '03 decreased their rates by 12.05% and 16.18%. Wisconsin is not competitive in this area.
3. Two of the four lowest rates for FY '03 are currently at 0%. The next lowest are at .24% .9%.
4. If Wisconsin implements corrective action initiatives dealing with improper denials and other causes of invalid negative actions, the current rate can be reduced. These could include training/instruction on allowing minimum verification timelines for customers prior to closing the case, training on Food Stamp requests that occur during a face to face interview with a CARES case already open for other programs.

Goal : Food Stamp Participation Rate Increase to 80%

1. As of December 2001 Wisconsin's participation rate was at 55%. The total potential eligible population at that time was about 459,000.
2. Using this as a baseline Wisconsin would need to increase its caseload by about 65,000 (from 301,000 as of 5/03) to increase its rate to 80%. The four highest states in FY '01 ranged from 80% - 92%.
3. A caseload increase of 65,000 is a 21.5% improvement and would make Wisconsin competitive for one of the four most improved states. December 2002 data shows a range of 17.9% - 27.8% increases in participation.

4. Implementation of the participation grant should increase the caseload in FY '04.

Goal : Food Stamp/Medicaid Timely Case Processing at 100%

1. Data for the first six months of FY '03 shows Wisconsin at a 97.59% rate for timely case processing.
2. Additional corrective action on the provision of expedited services should resolve most error in this area

Food Stamp Performance Measures Summary

Performance Measures	Bonus Funds	Measure Method	Criteria for the First Set of Bonuses	FY '02 & FY'03 (7 mos) Data	Criteria for the Second Set of Bonuses	FY '02 & FY'03 (7 mos) Data	Wisconsin Status	Implications for Wisconsin (maybe)
Payment Accuracy	\$24 mil.	QC data	7 with the lowest payment error rate	The seven lowest rates ranged from 1.08%-4.49%	3 with the most improved payment error rate	The three most improved rates are 7.71%, 5.65% and 3.32% reductions	Currently at 9.8%, with national average at 6.4%, Wis. has a 2.89% reduction in rate from 2002 and ranks 7th in rate reduction	Goal for 2004 is 6%. If the 2003 rate stays at about 9.8%, then a 5% reduction in 2004 will put Wis. at 4.9% and may yield enhanced funding for lowest or most improved
Negative Error Rate	\$6 mil.	QC data	4 with the lowest payment error rate	Two states with 0, one at .24% and one at .99%	2 with the most improved payment error rate	The two most improved rates are a 16.18% and 12.05% reduction	FY '02 Wis. rate was 10.3%, current rate is 5.32%, a 4.98% reduction	Goal for 2004 is 0%
Participation Rate	\$12 mil.	Ave. mo. participation divided by the no. of people below poverty level using previous year's data	4 with the highest participation rate	Data for FY '01 has the 4 high rates at 80%-92%	4 with the most improved participation rate	Data for FY '01-'02 has the 4 most improved from 17.9%-27.8%	FNS data for FY 2001: Wisconsin ranks in the middle @ 55% participation, but was one of the top four for improvement @ 16%	Goal for 2004 is a participation rate at 80% with a 21% increase. FY '01-FY '02 change has Wisconsin at 21.6%, sixth highest.
Application Processing Timeliness	\$6 mil.	QC data starting with FY 2003 reviews: 30 day standard processing time and 7 days for expedited services	6 states with the highest percentage of timely processed applications	National data not available	None	N/A	Current processing rate is 97.59%	Goal for 2004 is 100%



Wisconsin's Food Stamp and Medicaid Program Goals

Quality through Accuracy & Access

- **Increase Food Stamp Program enrollment by at least 65,000 recipients in 2004, increasing our participation rate to 80%.**
- **Increase our Food Stamp payment accuracy rate to 94% in 2004 (an error rate of 6%). Our current rate is 9.5%.**
- **Process *all* Food Stamp and Medicaid cases timely. Seven days for Food Stamp expedited issuance and 30 days for all other cases.**

Project	Implementation Date	IM Workload Impact	Status
SSI Auto Update	January 2003	This change means that workers no longer have to work their SSI DX matches.	Completed – 1/04/03
Exclude Student Financial Aid as Income	March 2003	This change means that workers no longer have to determine the amount of countable student financial aid received by the student.	Completed – 3/21/03
Alerts Re-engineering	March 2003	Makes the alerts more focused on worker actions, as opposed to creating alerts that are informational only. Also adds more specific direction in the help text associated with alerts.	Completed 3/21/03
DX Re-engineering	April 2003	Filters out many of the DX dispositions in which workers determined that they did not have to take action.	Completed 4/18/03
Self Declared Assets for Food Stamps	May 2003	This change means that workers no longer have to verify assets in determining FS eligibility.	Completed 5/23/03
Change Driver Flows – Adds ‘driver flows’ to CARES for address, expense, unearned income, assets and earnings. CY04 & CY05 Savings	June 2003	This change means that workers will no longer have to ‘hunt’ for the screens that need to be changed when the client reports a change.	Completed 6/20/03
Earned Income Calculation – Adds logic to CARES to correctly calculate monthly, budget-able income for Food Stamps and Medicaid based upon current Food Stamps and Medicaid policies from basic income information entered by the eligibility worker. CY04 & CY05 Savings	June 2003	Workers will now enter basic earnings information (wage per hour, hours worked, pay day schedule) and CARES will calculate the correct income amount for Food Stamps and Medicaid.	Completed 6/20/03
Elimination of the 100-Hour Rule – Removes a policy for two parent households where AFDC-Medicaid eligibility is dependent upon the primary wage earner being under- employed. CY04 & CY05 Savings	July 2003	Workers will no longer have to collect and enter the number of hours that the primary wage earner has worked in the current and previous 2 calendar months.	Completed 7/25/03
Simpler Spousal Impoverishment Asset Share – The community spouse asset share will no longer be the result of a complicated policy, but will always be \$50,000. CY04 & CY05 Savings	July 2003	Workers will no longer have to determine the assets of the couple when one spouse was institutionalized. They will no longer have to explain the complicated process for arriving at the asset share amount.	JFC deleted this provision from the Governor’s Budget Proposal.
Food Stamps Reduced Reporting – Policy change that requires FS participants to report only those income changes that will bring their	July 2003 Phase 1 (change reporting	Dramatically reduces the number of Food Stamp reviews and the number of changes that will be reported.	Reduced Reporting Waiver of FS rules was approved on 6/18/03.

Project	Implementation Date	IM Workload Impact	Status
<p>income above the 130% of the federal poverty level. This change would also implement a 12-month certification period with a 6-month pre-printed, scan-able change form for participants.</p> <p>Part of FFY01 FS Reinvestment Plan</p> <p>CY05 Savings</p>	<p>policy and add language to notice) – February 2004 Phase 2 (12 month certification period) August 2004 Phase 2.5 – Semi Annual Report Form July 2004 Phase 3 (freeze FS benefits except for increases)</p>		<p>Phase I CARES changes are complete (7/25/03)</p>
<p>Notice Redesign, Phase II & III- All Medicaid subprograms will be consolidated into four basic categories in the notices (Family, EBD, MPA and LTC) to reduce the number printed and eliminate confusion. In addition, the system will no longer create or send out denials for programs that were not requested.</p> <p>CY04 & CY05 Savings</p>	<p>September 2003 & November 2003</p>	<p>This change should reduce the amount of time that workers have to spend explaining notices to applicants and recipients.</p>	<p>Phase II will be implemented on September 26th, 2003.</p> <p>Phase III will be implemented on November 21, 2003.</p>
<p>Unemployed Compensation Benefits DX Re-engineering – Use UC data from DUI to provide workers with the information and tools necessary to make more accurate eligibility determinations for cases that include members receiving UC Income.</p> <p>Part of FFY01 FS Reinvestment Plan</p> <p>CY04 & CY05 Savings</p>	<p>September 2003</p>	<p>Workers will no longer have to take an action on data exchanges from these sources.</p>	<p>Project has changed to provide workers with more up-to-date information and basic tools to calculate the correct UC amount each month.</p> <p>This will be implemented on September 26, 2003.</p>
<p>Automated Case Directory – A tool that would allow workers and supervisors to manage their cases more effectively by allowing access to CARES data about their cases and the ability to search and sort that data according to their immediate needs (e.g., which reviews are due this month? how many food stamp cases with earnings do the workers in my unit have?)</p> <p>CY04 & CY05 Savings</p>	<p>September 2003</p>	<p>Workers and their supervisors would have direct access to information about their cases that could help them organize their workload in the most efficient way.</p>	<p>Work Group has completed business requirements and design. Construction has begun. These have been shared and reviewed by the IMAC IT Subcommittee. Business Requirements meetings have begun.</p> <p>This is scheduled to be implemented on</p>

Project	Implementation Date	IM Workload Impact	Status
			September 26, 2003.
Auto Update of New Hire Data Part of FFY01 FS Reinvestment Plan CY05 Savings	September 2003	Workers will no longer have to take an action on data exchanges from these sources.	The business requirements and design have been approved. Construction has begun. This is scheduled to be implemented September 26, 2003.
Centralized Change Center – Counties could contract with existing change centers or the state to handle changes for all or some IM cases. CY04 & CY05 Savings	September 2003	Workers in these counties would no longer have to answer calls from program participants regarding changes and enter data into CARES. In addition, local agencies would not be setting up individual Call Centers incurring additional costs.	Milwaukee, Dane and Washington Counties have implemented Change Centers. LaCrosse , Outagamie and Brown Counties are working on implementation of a Change Center. DHFS has begun analysis of a centralized Change Center.
Transitional FS Benefits – families that lose TANF cash benefits will be eligible for several months of FS benefits regardless of changes in their financial situation. Not included in CY04 or CY05 savings.	February 2004	Cases in FS Transitional Status will not be reporting changes.	A work group has been formed and has been meeting to develop business requirements.
Automatic Update from Other Trusted Third Party Sources (SSA, KIDS, etc.) Part of FFY01 FS Reinvestment Plan CY05 Savings	Expansion to other sources (SSA, UC, KIDS, etc.) September 2004	Workers will no longer have to take an action on data exchanges from these sources.	Will begin work after the Auto Update of New Hire and the Re-engineering of the UC Data Exchange process.
Web-Based User Interface for CARES – Instead of using the CARES mainframe screens with PF-keys and reference tables, CARES data entry and query would be through the internet with web-based screens. The new interface would also use an intelligent driver flow process that would limit the information requested from the applicant to that data necessary to determine eligibility based upon their program request(s) and who they are (family, elderly, disabled, etc.) CY05 Savings	September 2004	Workers would have a more user-friendly, intuitive system for entering and querying data. Navigation, data entry (pull-down menus, etc.) and help screens would be easier to use. In addition, the Intelligent Driver Flow will reduce the amount of information (and verification) that workers are asked to collect and enter. These changes should also reduce new worker training by at least one week per worker.	Work on the technical specifications and on the business requirements for the web-based interface has begun. Work plans have laid out the different work groups necessary and timelines to meet this date. Scheduled to be implemented on September 27, 2004.

Project	Implementation Date	IM Workload Impact	Status
<p>Web-based Customer Service Toolbox – Four Internet tools that allow customers to screen themselves for state and local programs, query benefit and case information, report changes and apply for Food Stamps and Medicaid.</p> <p>No savings were associated with this project in either CY04 or CY05</p>	<p>Screener / Query – February 2004</p> <p>Change Reporting & Application for Services – October 2004.</p>	<p>Workers and receptionist would answer fewer questions regarding potential eligibility for state and local programs, as well as questions about benefit and case status. With the Application and Change Reporting, workers would no longer have as much entry of application and change data into CARES.</p>	<p>Pending FS Program Participation Grant decision by the USDA's Food and Nutrition Services.</p>
<p>On-Line Handbooks Connected to the Web-Based User Interface – The Medicaid and Food Stamps handbooks, as well as other process descriptions, would be available through the Internet and would be connected directly to the CARES User Interface.</p> <p>CY05 Savings</p>	<p>MA On-line handbook (February 2004)</p> <p>Integration with Web Tool (September 2004)</p>	<p>Workers would no longer need to maintain a paper handbook. Workers would no longer need to search for the appropriate policy associated with the action they were taking on a particular case.</p>	<p>We have identified an existing software product that meets our needs. We need to determine if that product can be supported on the DHFS LAN. If so, implementation will occur in late 2003.</p>
<p>Scan-able Medicaid and Food Stamps Application Processing & Pre-Printed Review Forms – The state creates the capability for all mail-in applications to be sent to a centralized scanning center where applications would be scanned. Data streams (and optical image capture) would then be sent to the in-box of the local agency worker.</p> <p>All data from the application would auto-populate the CARES screens. The same capability would be available for mail-in pre-printed review forms.</p> <p>No savings were associated with this project in CY04 or CY05.</p>	<p>September 2004</p>	<p>Workers would no longer have to key mail-in applications and reviews into the system. Intake and review interviews would involve reviewing, rather than entering, the information provided by the applicant/participant.</p>	<p>Not started</p>
<p>Verification Scanning Pilot – Milwaukee – DHFS would work with Milwaukee to develop a desktop solution to allow workers to optically scan and store verification documents for IM cases and create an electronic case file connected with the CARES case. In addition, this system will also be able to generate customer forms to be sent out centrally to applicants and recipients.</p> <p>Part of FFY01 FS Reinvestment Plan</p> <p>No savings were associated with this project in CY04 or CY05</p>	<p>Unscheduled</p>	<p>Workers would no longer have to maintain and access paper case files, but could see their cases (and cases transferred to them) through their desktop.</p>	<p>Bob Martin and Jim Jones have developed a concept paper that lays out an approach to this project. When Milwaukee has identified a contact individual, Bob will begin to work with them to further develop the approach and to determine how Milwaukee will be involved.</p>

Project	Implementation Date	IM Workload Impact	Status
Benefit Recovery System Changes No savings were associated with this project in CY04 or CY05	Unscheduled	Workers have stated that the Benefit Recovery system is difficult for them to use. Time spent on this process would decrease and collections of overpayments would increase with these changes.	Not Started
1 Month Medicaid Deductible – calculate Medicaid deductibles over a one month period, enroll these individuals and then use the SeniorCare deductible and spenddown models which rely on Point of Service devices to track bills/expenses. No savings were associated with this project in CY04 or CY05	Unscheduled	Would virtually eliminate the workers current task of entering bills into CARES for the current 6 month deductible period.	Not Started

Topic	Milwaukee	Dane	Washington	Outagamie	LaCrosse
Implementation date (or estimated date)	January 2002	February 2003	January 20, 2003 Start Date	January / February 2004	August 1, 2003
Start Up Costs? (Funding Source)	\$550,000 in FS reinvestment funds	\$20,000 in FS reinvestment funds were used to buy a 7-line call sequencer, wiring and infrastructure for the Change Center (walls, chairs, etc.)	\$0	Purchasing fax machine, headsets, IVR (interactive voice response) and ACD software to interface KIDS and CARES with telephone system	Up to \$23,000 in FS reinvestment funds....phones, computers, fax, IT costs, furniture, construction, etc.
Who does the changes?	Milwaukee has 8 Quality Assurance Technicians (who are one grade above their regular economic support specialists). They also hired 4 full-time clerical staff.	Regular economic support specialists And one ½ time clerical support person.	Clerical answers phone calls, takes information, completes manual change form and gives to ES worker. ES worker enters information in CARES.	Experienced ES Specialists (unsure of how much time will be spent, but no more than 50%)	ES Specialists
What do they do? (enter address changes, enter other changes, send verification documents, receive verification documents, enter verification codes, run eligibility, confirm eligibility)	QATs enter changes for cases in on-going mode. They send verifications, receive verifications, enter information into CARES, run & confirm eligibility. They do not enter medical bills for MA deductibles and they do not open new programs. They do not do person adds other than newborns.	All Changes (not reviews or intakes). They send verifications, receive verifications, enter information into CARES, run & confirm eligibility. They do not do backdates, net requests or enter bills for deductibles.	Clerical provides information to client regarding what, if any, verification is needed and 10 day time frame.	All Changes (not reviews or intakes). They send verifications, receive verifications, enter information into CARES, run & confirm eligibility. They do not do backdates, net requests or enter bills for deductibles.	All changes. Send for verification, enter information into CARES, confirm eligibility

	The clerical staff receives and sends faxes to W2 agencies and employers. They also handle general clerical tasks and update the paper case files.				
What kind of experience and training do they receive?	Regular ESS Training plus 2 years ES experience and pass a special QAT test. They receive additional training through Milwaukee staff development.	Regular ESS training. Must have at least 2 years of ES experience.	In-house staff training, meetings to discuss problems, issues, etc.		Mandated ES new worker training, all other ongoing and new ES policy training In-house training specific to change center activities
Special Requirements? (bilingual, TTD, supervisor with special skills)	Currently (9-10-03) they have 1 QAT who is bilingual (Spanish) Other languages leave voice mail message. Call back is done using contracted translator.		None		
What is their pay range?	2002 Rates \$ 30,462 to \$ 34,078 (annual salary)		\$9.50 - \$12.51		\$13 to \$15 an hour
How many hours per week do they work in the Change Center?	The QATs and the clerical staff are all full-time on the Change Center.	These workers are ½ time on the Change Center and also handle a reduced caseload.	Change Center operates 40 hours per week. 4 staff rotate each taking 1 8 hr. day. 2 staff split 1 day – each taking 4 hr. shift.		½ time in the Change Center and reduced caseload
Did you use special software? If so, what was the name of the software? What does it do? How much did it cost?	Yes. Using FS reinvestment funds purchased Apropos. This software / hardware connects incoming phone calls with CARES so that	Created an MS Access database for tracking purposes.	N/A		Using ACCESS database that Dane County shared with us.

	the client's record displays at the time the call is answered. More?				
Volume How many calls are received? Answered? Average Length? How many are changes?	May 2003 5,057 calls answered 3,676 changes made	200/day (1,000/week)	We have been averaging about 65 calls per month, all of which are answered or referred the same day.	150 calls / day (750/week)	N/A (not started yet)
Number of Changes Processed			Varies. Average 10-20 calls per week.		N/A
How many Change Center workers are there vs. how many IM workers in your agency?	8 QATs are at the change center vs. 224 ESS currently in caseloads plus 30 vacant caseloads (9-10-03)		6 Change Center staff 10 utilize center 17 ES staff total		5/24
Average Caseload/Worker (of those workers whose changes are being processed by the Change Center)	For 08/03 current case load size is 418 per worker	350/worker 100 for Change Center workers	250	300/worker (now, but will increase when Change Center is implemented)	250 Family 350 EBD 400 Nursing Home
How many IM cases are currently active in your county?	93,561 (8/22/03)				5284
Marketing: How did you (or do you) let recipients know that they should call the Change Center and not	Providing a handout on the Change Center with all new applications and at review.	Hand out static cling cards & refrigerator magnets with Change Center's number	Business cards and discussion with worker posters	Flyers, Business Cards and possibly a mass mailing	Workers have been handing out flyers to all customers as are the receptionists. All workers have the flyers in their offices. We have

their worker?	<p>Handed out refrigerator magnets (while they lasted) with the Change Center's number.</p> <p>All workers' voice mail now directs changes to the Change Center.</p>	<p>All workers' business cards now have the Change Center message printed on the back. Placed signs about the Change Center in the lobby and a poster in each workers' cubicle.</p> <p>Added a dedicated Change Center telephone to the lobby.</p> <p>Added message to voice mail recording about the Change Center for all workers.</p> <p>Mass mailing in January 2003 about the Change Center and new change reporting process.</p>			<p>provided flyers to be posted and handed out at community sites.</p> <p>Flyers are being included along with anything sent to customers.</p> <p>Business cards have the same Change Center message printed on the back as Dane County(again, Dane county shared this with LAX)</p> <p>Dedicated Change Center telephone in the lobby</p> <p>Messages on voice mail directing changes to go to change center and zero out option to Change Center</p>
<p>Outcomes:</p> <p>Error Rate Change</p> <p>Average Caseload</p> <p>Change/Worker</p> <p>Estimated Time Saved for Workers with Caseloads</p>			<p>Too soon to access error rate impact.</p> <p>Estimated time saved is average 10 minute per phone call.</p>	<p>Hope to further decrease error rate (currently less than 2% according to PAC review), increase customer service and satisfaction.</p>	N/A
Other Comments			<p>ES & clerical workers adapted to this change easily. Clients are having a more difficult time adjusting, many still call the worker directly. We are considering changing the phone number that appears on the Notice of Decision.</p>		<p>Very excited about implementation after visiting Dane County's Change Center.</p>